

360-Degree Feedback Appraisal Report

Employee Name: Jane Doe
Position: Senior Project Manager
Department: Technology
Review Period: Jan 2024 - Jun 2024
Report Date: 10 July 2024

Feedback Summary

| Competency | Self | Manager | Peers | Direct Reports | Average |
|----------------|------|---------|-------|----------------|---------|
| Communication | 4.0 | 4.5 | 4.2 | 4.1 | 4.2 |
| Leadership | 4.2 | 4.7 | 4.3 | 4.4 | 4.4 |
| Teamwork | 4.3 | 4.6 | 4.5 | 4.5 | 4.5 |
| Accountability | 4.1 | 4.4 | 4.1 | 4.2 | 4.2 |
| Innovation | 4.0 | 4.3 | 4.2 | 4.0 | 4.1 |

Qualitative Feedback

Manager's Comments

Jane consistently demonstrates strong leadership. She motivates her team and responds well to challenges. Excellent at communicating expectations and following up on key projects.

Peer Feedback

- Collaborates effectively and promotes teamwork.
- Open to new ideas and provides constructive input.
- Could benefit from delegating tasks more to team members.

Direct Reports Feedback

- Approachable and supports professional growth.
- Provides clear direction but sometimes sets tight deadlines.

Areas of Strength

- Effective collaboration and communication with team and stakeholders.
- Demonstrates strong leadership and project ownership.
- Encourages innovation and continuous improvement.

Opportunities for Development

- Practice greater delegation to empower team members.
- Balance workload distribution and timeline expectations.

- Continue to seek innovative solutions to complex challenges.

Development Action Plan

- Attend leadership training on delegation (Q3 2024).
- Schedule bi-weekly check-ins for team workload management.
- Lead one team innovation workshop before end of 2024.

Important Notes

- 360-degree feedback incorporates perspectives from multiple sources for a well-rounded assessment.
- Feedback should remain confidential and be used constructively for personal and professional development.
- The results are most effective when followed by open dialogue and actionable plans.
- Maintaining anonymity of feedback providers encourages honesty and transparency.
- This document is not a substitute for formal performance reviews, but a complement to ongoing development.